



United States Army Command and General Staff College
100 Stimson Ave
Fort Leavenworth, Kansas 66027

INTERMEDIATE LEVEL EDUCATION (ILE)

Training and Educating Leaders for A Transforming Army

In order to achieve the vision of a transformed Army we must transform the way we educate and train our leaders. Intermediate Level Education (ILE) is designed to meet the requirements detailed by the Army Training and Leader Development Panel (ATLDP), further detailed by a CGSC-sponsored Needs Analysis, and linked to OPMS III.

ILE consists of two components, the Common Core and the Field Grade Credentialing Course. The US Army Command and General Staff College (CGSC) is the proponent for the development and delivery of this Common Core curriculum to all senior Captains and Majors, regardless of career field or component. Proponency for the Credentialing Courses resides with the career field proponents; the Combined Arms Center (CAC) being the proponent for the Operations Career Field.

ILE will provide the Army an adaptive, self-aware, field grade leader of character and competence, who shapes the joint operational environment overcoming the friction and fog of war. The leader meets the challenges and threats by exploiting opportunities through leveraging and applying Army resources and all available systems resulting in an over match of combat and non-combat multipliers. The result is command and staff capable officers who will lead a force to fight and win in the full spectrum operational environment from brigade to Echelons Above Corps (EAC).



CGSC Educates and Trains...

The Right People...

Year Group 93 will be the last year group to undergo a centralized board selection process for Command and General Staff Officer Course (CGSOC) attendance. Starting with Year Group 94, all Army component category senior Captains and Majors will receive the Common Core curriculum via one of two delivery methods: resident attendance at Fort Leavenworth or attendance at one of the three Satellite Campuses.

Academic year 2005/2006 marked the first year of resident attendance at Fort Leavenworth that consisted primarily of Operations Career Field (OPCF) officers. Resident attendance enables those OPCF officers to remain at Fort Leavenworth to receive the Advanced Operations Warfighting Course (AOWC), a follow-on Field Grade credentialing course. OPCF officers are joined by board-select Reserve Component officers and Sister Service officers, and International military students, thereby maintaining compliance with the Officer Professional Military Education Policy (OPMEP) standard.

The Satellite Campus program was fully implemented in AY 05/06. Officers from the Operation Support (OSCF), Information Operations (IOCF), and Institutional Support (ISCF) Career Fields will attend one of twelve annual iterations, receiving the three-month Core curriculum. These officers will be joined by board-select Reserve Component and Special Branch officers. Upon graduation, these officers will be credentialed Military Education Level 4, and Joint Professional Military Education Level 1; and will receive follow-on instruction in their career field's Credentialing Course.

To date, the Common Core curriculum has been delivered to over 2500 resident students at Fort Leavenworth and over 1000 students at the Satellite Campuses.

ILE Pilot to Date:

- Over 3500 students
 - 2500 resident
 - 1000 Satellite Campus

ILE by the Numbers*

- 1254 Resident Students
 - 76 USA
 - 76 USN/USMC
 - 54 RC
 - 110 Internationals
 - 673 Satellite Students
 - 9000+ TASS
- * Denotes Steady State (2008)

Those Reserve Component and Special Branch officers not attending the resident course or the Satellite Campus course will receive their Common Core via either The Army School System (TASS) or Advanced Distributed Learning (ADL) deliveries.

The TASS curriculum pilot was completed in 2006 and all five TASS regions now deliver the ILE Core. In addition, the Common Core Course is available for reserve component field grade officers in an Advanced Distributed Learning (ADL) format via the school's Blackboard content management system. The ADL version of the Advanced Operations and Warfighting Course is being implemented this year.

With the Right Education and Training...

ILE Common Core Curriculum

The CGSS ILE-CC equips mid-grade military officers with a preliminary comprehension of the five intermediate-level college Joint Learning Areas in preparation for their MEL 4 & JPME1 qualification upon completion of the ILE Common Core and the certification course for their specific branch/functional area.

ILE-CC aims at moving junior majors from a tactical-level perspective to an operational-level perspective so that they can rejoin the field force as effective field grade officers.

In the ILE-CC, mid-grade military officers undertake an investigation of the uses of military power and conflict among groups at a graduate level. The academic departments of the U.S. Army Command and General Staff School orchestrate instruction among their areas of emphasis to enable CGSS students to use military forces competently at the operational level of war. Key areas of study include history, leadership and the human dimension, logistics, politics, strategy, operations, and tactics. From the start, the course introduces the concepts and terminology for visualizing and describing outcomes and conduct of military operations at the operational level that field-grade officers are expected to know cold.

ILE-CC begins with C100, **Foundations**, which sets the conditions for the rest of the Common Core with the study of critical thinking, leader assessment and development, and the challenges of the international security environment. C100 also reacquaints officers with academic routine and helps them set their goals for learning while at CGSC. Lessons in H100 and L100, history and leadership, focus on the rise of the modern nation-state and leading in changing environments. These bridge CGSS students into study of the **Operational Environment**—to include cultural considerations and the modern information dimension—and the formulation of strategy in C200, strategic studies, lessons.

Students then study modern **Joint, Interagency, and Multinational Capabilities**, adding to their H100 and L100 lessons those of C300 and F100, operational studies and force management, respectively. These lessons provide a basic familiarity with the capabilities and limitations of the forces and agencies that general staff officers use in designing operations and campaigns. History lessons illuminate how war affects society, organizations and humans, and then continues exploring the underpinnings of war theory provided by Clausewitz and Jomini. Leadership lessons focus on climate and culture implications as well as the influencing actions of organizational leaders.

Students next study Joint and Army **Doctrine** for generating and employing military forces across the range of military operations in *full-spectrum operations* to accomplish strategic aims in C300, operational studies and C400, tactical studies lessons which are combined with history, leadership, and force management lessons illuminating the adaptation of military organizations to technological and broader socio-economic change, as well as further exploring the challenges of leading organizations in full spectrum operations. These lessons establish an operational-level base of knowledge about the organization and operational concepts for employing the modern joint force, while imparting a more in-depth knowledge of



“Quality officers for any duty that they may be called upon to perform, for any position however high in rank that they may aspire to in service.”
Gen. William T. Sherman
May 1881

the land power component. H100 lessons provide historical context by surveying the cumulative effect of military revolutions and the development of modern combined arms warfare during World War I.

Students then study how to orchestrate contemporary operations using the joint and Army warfighting **Functions** at the operational and tactical levels of war during further C300, operational studies, and C400 tactical studies lessons. Finally, the students apply all that they have learned by conducting **Operational Planning** using the Joint Operation Planning Process (JOPP) and Military Decision Making Process (MDMP) in a series of application exercises that challenge them to define complicated/complex problems and propose solutions in which military means, land power in particular, form only part of an acceptable answer.

Field Grade Credentialing Courses—Operations Career Field

The field grade credentialing course for Operations Career Field officers is the Advanced Operations and Warfighting Course (AOWC) conducted at Fort Leavenworth. The Advanced Operations & Warfighting Course develops military professionals adept at making repetitive discretionary judgments and skilled in problem-solving under lethal, volatile, ambiguous, complicated, and uncertain circumstances within the spectrum of conflict in Joint, Interagency, and Multinational operations. It prepares Maneuver, Fires & Effects and Force Sustainment career field officers to serve on battle staffs of operational level headquarters, to lead missions assigned to battalion and brigade-size units, and to develop the professional skills and competencies they will require as senior field-grade leaders.

AOWC emphasizes a Warfighting focus through:

- Integrated Full Spectrum Scenario with execution centric focus.
- Simulation Performance based execution.
- Theory and Doctrine of War.
- Conduct of War—Army, Joint and Multinational Operations.
- Command Leadership & Decision Making in Battle.
- Planning, Synchronization and Execution of Operations.
- Battlefield Functional Areas (BFA's) and Full Spectrum Dominance.
- ARFOR, JFLCC, Division and Brigade exercises.

All AOWC students complete their tailored education by selecting elective courses from the Advance Application Program (AAP). For OPCF students, one of these elective courses must be regionally-focused.

The ILE Teaching Team...

The teaching team methodology is used to instruct the Core Course and AOWC. A teaching team consists of ten instructors. The teaching team is responsible for all instruction provided to their staff group throughout the academic year and provides oversight for all exercises resident in the curriculum. This same teaching team construct is used to deliver the Core Course to Satellite Campus students. Teaching team instructors also serve as professional development coaches for ILE students. In this role they are responsible for mentoring the students, providing feedback, facilitating, counseling, observing, and assisting the student in achieving their personal and professional development. The relationship established between the student and instructor facilitates meaningful developmental counseling. Each teaching team is assigned a section of students ranging in size from 64 to 72 students further divided staff groups of 16 to 18 students. In order to foster joint and multinational instruction, each staff group contains a minimum of one International Military Student (IMS), one USAF student and one USN/USMC student.



"NOTHING IS HARDER THAN PUTTING A NEW IDEA INTO A MILITARY MIND, EXCEPT REMOVING THE OLD." Lindell Hart

DEPARTMENT OF THE ARMY
COMMAND AND GENERAL STAFF COLLEGE
100 STIMSON AVENUE
FORT LEAVENWORTH, KS 66027

Command & General Staff School
Phone: (913)684-7314
Fax: (913)684-7373
DSN: 552
Email: Leav-USSDweb@conus.army.mil
<https://cgsc2.leavenworth.army.mil>

PROVIDING THE RIGHT TRAINING AND
EDUCATION IN THE RIGHT MEDIUM TO THE
RIGHT LEADER AT THE RIGHT TIME AND
PLACE TO MEET ARMY NEEDS AND OFFICER
EXPECTATIONS

Cutting Edge Technology

Student exposure, training and education with current and emerging battlefield visualization automation begins day one. All students are exposed to the ABCS-suite of hardware and software. Throughout the AOWC curriculum, students use these tools with practical application during the JFLCC, Division, and Brigade exercises. AOWC students participate in a Brigade exercise emphasizing battle command in a similar format as that offered during the pre-Command Course. In addition:

- All students receive ABCS Awareness training during the Core curriculum.
- AOWC students can elect to take one of 8 digital electives focusing on specific branch-related hardware and software.
- 25% of all exercises are built using digital MTOE BLUEFOR.

The Way Ahead

The curriculum at CGSC continues to evolve to meet the needs of the current and future force. It is NOT the CGSOC remembered by those who have passed through in the past. Aggressive curriculum review, heavily reliant on input from students and the force has led to the development and maintenance of a relevant curriculum for the Army of today, and tomorrow. Current initiatives include:

- Assignment Oriented Education: Academic electives and focused speakers designed to meet the needs of the officer in his or her next assignment, focusing our efforts on supporting an Army at war.
- Student participation in language training classes.
- AOR-focused Cultural Awareness Training for students assigned to units slated for OIF or OEF deployment.
- A Guest Speaker Program with speakers ranging from the Chairman of the Joint Chiefs of Staff to members of the